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AUTHOR Rose, Harold
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ABSTRACT

This report is part of the National Community Education Evaluation effort, which sought to identify (1) problems and strategies in developing a community education program and (2) techniques which may be adopted by others who are implementing community education. Following a statement of community education project objectives, the report analyzes the identification of essential steps in the development of community education, the management system, staff, supervision of teachers, budget, advisory council, needs assessment, and self-evaluation. These elements are listed as major factors in the success of the program: an effort in 1973 which resulted in a commitment from four primary sponsors and signatures of support on documents, continuous needs assessment involving a variety of agencies and people, staff development of an effective management system that monitors a large program with a relatively small staff, and outside funding for seven of eight years of project operation. Exhibits presented throughout the report include the Kentucky Interlocal Cooperative Act and Agreement, Concept Statement on Community Education, materials for instructors, evaluation instruments, and internal program monitoring form. (YLB)

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An Evaluation of

A Cooperative Comprehensive Community Education Delivery System for Bowling Green-Warren County, Kentucky

as Part II of

The National Community Education Evaluation

by

Harold Rose
Third-Party Evaluator

8-30-80

CE 026 686

U S DEPARTMENT OF HEALTH, EDUCATION & WELFARE
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INTRODUCTION

The evaluation of community education in Bowling Green-Warren County, Kentucky is part of the effort by the U.S. Office of Education and the National Advisory Committee on Community Education to describe the activities of those Local Educational Districts and State Education Agencies which received federal funds to support the development of community education programs. As such, this report is being prepared in an effort to add to the body of knowledge on program development in community education by determining: What worked? What did not work? What were the major problems encountered? What were the successes? The purpose of this report is to determine how the program is functioning and to identify the resources and constraints which have brought the program to its current status.

While the Third-Party Evaluator is concerned with the extent to which objectives were achieved, it is more concerned with the factors which influenced the attainment of objectives. The extent to which objectives are achieved can be found in the project final report required by the Office of Education and submitted by the project director.

The major effort of this evaluation is:

1) To identify problems and strategies in developing a community education program.

2) To identify techniques which may be adopted by others who are implementing community education.

As a result of a careful analysis, others who are engaged in establishing community education programs will be able to identify successful procedures and establish community education with greater efficiency.

Statement of Objectives

Following is the list of objectives for the community education project and a brief statement of the status of achievement for the objectives.

1. To conduct on a continuous basis community needs assessment in order to provide appropriate criteria for program development in Bowling Green-Warren County, Kentucky at no cost to the USOE Project

   The program identifies community needs in a variety of ways and through a number of different organizations and governmental agencies. In addition, they collect information on community needs with an Interest form distributed through schools and community agencies and publish in three newspapers twice a year. Those interested in participating in a community education program phone their request to the central office.

2. To organize and implement educational programs as per identified needs for all community members in the Bowling Green and Warren County school districts.

   The Community Education program offers a variety of programs in twenty-eight locations serving 26,400 people.

3. To provide training and support services to the Community Education Advisory Council enabling members to participate in identifying community needs and planning for community education programs and services.

   The advisory council members participated in three training sessions conducted for them by the Community Education staff.

4. To provide coordination and training services for the Volunteer Parents in the schools program at no cost to the USOE Project.

   Orientation and training was conducted at four different times with groups ranging in size from 27-35 participants.

5. To provide support services to the Lion's School for the Handicapped and the Bowling Green-Warren County Retarded Association's Camp.

   The staff at the Bowling Green-Warren County Retarded Association's Day Camp received training in teaching swimming to the retarded participants and also provided one swimming instructor for one week during Camp Happy Days.

6. To provide a minimum of twenty hours (20) per staff member of training related to the delivery of community education services.

   The Community Education staff completed a three credit hour graduate class in Community Education administration and attended training sessions conducted by the Community Education Division of the State Department of Education in Frankfort.

7. To provide administrative support services and serve as the coordinating unit for the Bowling Green-Warren County Inter-Agency/Community Council at no cost to the USOE Project.

   The Bowling Green-Warren County Inter-Agency Community Council continues to meet monthly with good participation.

8. To provide education and other community services to 18,000 community residents in at least twenty-three (23) schools and other facilities.

   A total of 26,400 people were served in twenty-eight locations.

9. To continue the interaction and involvement with the Adult and Community Education Unit, Western Kentucky University, and the Kentucky Department of Education, State Coordinator for Community Education at no cost to the USOE Project.

   The staff has assisted the State Director of Community Education in conducting in-service training projects and awareness programs for new people interested in starting community education programs. The project staff has a close working relationship with Western Kentucky University receiving assistance with training, proposal development and problem solving.

10. To collaborate with a minimum of twenty-five (25) local institutions and other agencies in the conduct of educational and community service activities at no cost to the USOE Project.

    A total of thirty nine cooperative activities were conducted with local institutions and other agencies.

11. To expand Project Living Longer and Learning, an educational program for the Elderly.

    Services were provided at two nutritional centers, Bowling Green Towers, and Senior Fellowships of First Baptist Church.

12. To expand services to youth through the Evaluation and Day Treatment Program, Teenage Parent Program and the Bowling Green Girls Club in addition to the after school programs at school.

    Recreational facilities were made available for activities. Coordinated services with Red Cross to provide pre-natal education.

for Teenage Parent Programs, provided ballet and health and beauty classes as well as a Day in the Park Picnic for Bowling Green Girls Club.

13. To expand services to pre-schoolers through the Bowling Green-Warren County Headstart Program, the Bowling Green Day Care Center and the Parks and Recreation Playschool.

    The Community Education staff coordinated a Unit on Careers for Headstart programs and provided trained volunteers to work at the day care center.

14. To expand cooperative activities between the Bowling Green-Warren County Community Education Board and the Bowling Green Parks and Recreation Department, the Warren County Parks and Recreation Department, the Adult Learning Center, the Adult Education Night Program, the Bowling Green Area Vocational and Technical School, the Bowling Green-Warren County Arts Commission, the Houchens Women's Center at no cost to the USOE Project.

    Thirty nine cooperative activities were conducted. In addition, representatives of the agencies meet monthly to discuss common problems.

15. To initiate cooperative activities between the Bowling Green-Warren County Community Education Board and the Bowling Green Optimists Club, the Bowling Green-Warren County Jaycee-ettes, the Fountain Square Merchants Association, at no cost to the USOE Project.

    The Community Education staff sponsored a fishing derby involving 426 people in cooperation with the Optimists Club; Breakfast with Santa, a nutrition program in cooperation with the Jaycee-ettes and the Fountain Square Merchants, and an Easter Egg Hunt in cooperation with the Fountain Square Merchants.

16. To continuously seek to identify citizen leadership within the community to support the development of Community Education at no cost to the USOE Project.

    An advisory council has been formed.

17. To continuously update and improve the Information and Service Referral program for community agencies, organizations and area citizens at no cost to the USOE project.

    The Bowling Green-Warren County Inter-Agency Community Council meets monthly to exchange information and identify problems.

18. To disseminate and share information with other school districts and communities involved or desiring to become involved with the community education process at no cost to the USOE Project.

    Representatives from four school systems have visited the Community Education project. Information on Community Education has been sent to eight school districts interested in establishing Community Education.

Two presentations have been made at State meetings on Community Education.

19. To conduct a monthly internal evaluation of ongoing community education programs at not cost to the USOE Project.

Information on activities are compiled monthly by the project director.

20. To prepare and disseminate a Final Report on the Community Education program by October 31, 1980.

Overview of Program

Although the evaluation is primarily concerned with community education during the 1979-80 funding period, it is essential that one develop an understanding of the evolution of community education in Bowling Green-Warren County, Kentucky in order to understand the accomplishment during the current year.

The Bowling Green-Warren County Community Education Program is a cooperatively funded program involving the Bowling Green City Government, the Warren County Fiscal Court, the Bowling Green City Schools and the Warren County Schools.

Community Education was initiated in Bowling Green-Warren County in June of 1973 as a result of one of the major recommendations that came from the Introspection Workshop on Community Education, sponsored by the City Demonstration Agency in the fall of 1972. Over one hundred lay citizens and officials from local, state and federal agencies met to examine the community in terms of existing and needed education opportunities; identifying resources; and explored specific ways by which identified educational and other community needs might be served through the process of Community Education. A Community Education Commission was initially created by a joint city/county government resolution. The Commission was charged with

with the general responsibility of planning and implementing an integrated program of activities, designed to meet the expressed needs of community residents. The Commission was subsequently reorganized in June of 1974 in order to comply with the Kentucky Revised Statute, The Kentucky Interlocal Cooperative Act. The charter members of the Interlocal Cooperation Agreement for Community Education were: a) the Bowling Green Independent Board of Education; b) the Warren County Board of Education; and c) Warren County Fiscal Court. The City of Bowling Green is a member of the revised Community Education Board and participates in those programs and activities involving community services and recreation.

The first Director of Community Education was employed in 1973. Therefore, the program being described is not in its infancy; but a well-established program which has a great deal of credibility and support in the community. The Evaluation of Bowling Green-Warren County Community Education is primarily concerned with an analysis of the factors which have created stability and acceptance of Community Education in the service area.

Community Education: Program or Process?

In most movements, there are philosophical discussions and terminology questions which are debated among the various factions within the movement. Community Education has also had its share of debate among the various proponents of the definitions and directions for community education.

The most frequently argued point is the difference between community education and its program. It is generally debated that the most important aspect of community education is not programs but

process. It is the relationship between program and process which is essential in community education. The ultimate goal of community education is to develop a process by which community members work together to identify and solve problems of the community. The programs and the activities relate to the solution of specific community needs. These may consist of evening programs for adults in recreation, vocation, cultural education and enrichment programs for public school children. Community Education is generally achieved in two stages. Initially, programs are offered which meet the more obvious needs as perceived by the community. This tends to satisfy skeptics who demand programs. Unfortunately, if one fails to go further and develop the process, the programs will always be marginal. An effort must be made to involve community members in the identification and solution of community problems. Unfortunately, many community educators become so involved in programming they often fail to implement the process.

Assuming that new community education directors will encounter these problems, an analysis of the management system which created a stable community education program in Bowling Green-Warren County, Kentucky is presented.

Community education in Bowling Green-Warren County stated as a process. "The initial effort to develop community education was the Introspection Workshop on Community Education conducted on the campus of Western Kentucky University on November 30th and December 1, 1972. The workshop was a part of the Third Year Action Program of the Bowling Green City Demonstration Agency. More than one hundred concerned lay citizens and officials from local, state and federal agencies met for the following purposes: 1) to examine the local community in

terms of existing and needed educational opportunities; 2) to draw on the expertise of local, state, and federal personnel in identifying resources to plan programs to serve community needs; and 3) to explore specific ways by which identified educational and other community needs might be served through the process of community education.

The major recommendations resulting from the Introspection Workshop were:

1. Organize a Citizens Advisory Council to assist in planning for the Community Education Program.
2. Form a legal cooperative Board of Commission with the power to implement the program.
3. Identify and employ trained personnel in community education development."

A Community Education Commission was initially created by a joint city/council resolution. The commission was charged with the general responsibility of planning and implementing an integrated program of activities designed to meet the expressed needs of community residents. The commission was subsequently reorganized in June 1974 in order to comply with the Kentucky Interlocal Cooperative Act. (Exhibit 1.)

THE KENTUCKY INTERLOCAL COOPERATIVE ACT
KRS 65.210-65.300

Purpose: *It is the purpose of KRS 65.210-65.300 to permit local governmental units to make the most efficient use of their powers by enabling them to cooperate with other localities on a basis of mutual advantage and thereby to provide services and facilities in a manner pursuant to forms of governmental organization that will accord best with geographic, economic, population, and other factors influencing the needs and development of local communities.*

The charter members of the Interlocal Cooperative Agreement on Community Education were: (1) the Bowling Green Independent Board of Education; (2) Warren County Board of Education; and (3) the Warren County Government. The City of Bowling Green is a member of the revised Community Education Board and participates in those programs and activities that enhance the general health and welfare of City residents. The purpose statement to the Interlocal Cooperative Act reflects the thrust of the local community education effort.

With the legal status for cooperative efforts clearly established, an agreement was developed and signed by the cooperating agency which essentially pledges cooperation in providing services to the public. The Interlocal Cooperative Agreement is presented in Exhibit 2.

This is judged to be an important part of the development of community education in Bowling Green-Warren County. It formed a written committment from the leaders of the major power groups to cooperate to meet the needs of citizens of the area through Community Education.

Exhibit 3 provides an organizational structure for the Community Education program. It should be noted that while a number of individuals have left the Community Education Board due to job changes, the same governmental unit has been represented since 1973. This, without a doubt, adds to the stability of the program.

Resolutions from the Bowling Green and Warren County Boards of Education and the Warren County Fiscal Court ratifying the Agreement are also included in this report as is the Letter of Agreement and endorsement from the Bowling Green City Government.

Exhibit 2

INTERLOCAL COOPERATION AGREEMENT

Bowling Green-Warren County
Community Education Board

DECLARATION OF INTENT

WHEREAS, the parties to this agreement deem it mutually advantageous to provide certain services, programs and/or facilities to the children, youth, and adults of the respective school districts as subsequently provided herein; and

WHEREAS, by this mutual agreement, certain services, programs and facilities can be provided more effectively and efficiently through the collaboration of the resources of the parties to this agreement; and

WHEREAS, the objectives of the Community Education Board are:

1. To develop and make additional educational programs and other services available to all community members residing in the Bowling Green and Warren County school districts.
2. To provide a citizens' advisory structure through which community residents can participate in:
   a. The identification and analysis of educational and other community problems.
   b. The development of appropriate problem solutions.
   c. The establishment of community priorities based on community need.
   d. The decisions made to reallocate community resources in order to achieve optimum:
      (1) Educational programming
      (2) Human Resource Development
      (3) Physical Resource Development

5. To bring the resources of other organizations, agencies and institutions (including the State Department of Education; higher education; area vocational school; city, county, state and federal agencies) to bear upon the problems in the community.

NOW, THEREFORE, there is hereby created a separate administrative entity, the Bowling Green-Warren County Community Education Board.

The conditions of the Bowling Green-Warren County Community Education INTERLOCAL COOPERATION AGREEMENT are as follows:

I. CHARTER MEMBERS

The following governmental agencies, having passed resolutions to participate in the cooperative effort described herein; and having recorded said resolutions in the respective Board minutes, shall constitute the participating CHARTER MEMBERS to this agreement:

1. Fiscal Court, County of Warren
2. Bowling Green Independent School District
3. Warren County School District

II. GOVERNING BODY

This agreement shall be administered by the Bowling Green-Warren County Community Education Board which shall be composed of:

1. Superintendent - Bowling Green Independent School District
2. Superintendent - Warren County School District
3. Judge - County of Warren
4. One representative from the city school board
5. One representative from the county school board
6. One representative from the county Fiscal Court.

A. QUALIFICATIONS AND SELECTION PROCEDURES

1. The superintendents who serve on the Community Education Board shall be the superintendents of the participating districts.
2. The judge who serves on the Community Education Board shall be the judge of the participating county governments agency.
3. The representatives from the participating school district Boards' of Education shall be appointed by the respective Boards of Education.
4. The representative from the county Fiscal Court shall be appointed by the Fiscal Court.

B. DUTIES OF GOVERNING BODY

The Community Education Board shall have general control and management of such programs and services as it deems necessary for the promotion of education and general health and welfare of community residents consistent with the Kentucky State Constitution; the Kentucky Revised Statutes; the rules and regulations of the State Board of Education; the regulations of the participating local Boards' of Education; and the regulations of the participating governmental agencies. The Board shall have the power to accept funds from public and private sources; make purchases; and do all things necessary and proper to carry out the full intent and purpose of this Interlocal Cooperative Agreement. The Board is further empowered to establish a position, Executive Director, for the purpose of performing the orderly administration of the programs and services to be

conducted by the Community Education Board. The Executive Director shall recommend to the Board those policies and/or administrative needs necessary to carry out the full intent and purpose of this Interlocal Cooperative Agreement.

A quorum of four (4) members of the Community Education Board must be present to constitute an official Board meeting. No member shall be permitted to vote by proxy.

III. PURPOSE

The basic purpose of this agreement is to provide an administrative entity designed to conduct, on a continuing basis, local area educational research and planning, and community needs assessment; and to operate programs and provide services for the mutual benefit of the children, youth, and adults who reside in the service areas of the agencies participating herein.

IV. SELECTION OF PROGRAMS AND SERVICES

The Community Education Board shall have the authority to select and determine the programs and services which will be provided, except those programs involving elementary and secondary school students and facilities must have approval of the Boards of Education participating in this Agreement. The Community Education Board shall have the authority to enter into contractual agreements with other institutions, agencies or organizations, for the provision of specific programs and/or services not being conducted by the Board; with such contractual agreements subject to the approval of both the Community Education Board and the respective participating institution, agency or organization. It shall be the responsibility of the Executive Director to keep the Community Education Board apprised of community needs in the local community, and to make appropriate recommendations for program and/or service implementation.

V. FINANCIAL RESPONSIBILITY

The Community Education Board shall have general responsibility for the receipt, disbursement and accountability of any funds used in the execution of this agreement.

VI. COSTS OF PROGRAMS AND SERVICES

Other than those programs fully funded from other sources, each agency will pay a predetermined share of the costs of the programs and services. The Community Education Board, subject to ratification of the participating school districts, may design the cost formula for particular programs.

VII. TERM OF AGREEMENT

This agreement shall become effective July 1, 1974 and extend to June 30, 1975 . The agreement shall be renewed automatically for subsequent fiscal years unless any party to the agreement desiring not to participate provides written notification to the Community Education Board not less than thirty (30) days prior to June 30 of any year.

VIII. JOINT PROPERTY

All personal and real property acquired under this agreement shall be considered the joint property of all participating agencies and shall be held in trust by the members of the Community Education Board, providing proper declaration and explanation of the trust is in the deed instrument; and upon dissolution, each participating agency will receive its proportionate share of the real and personal property in accordance with proportionate payment made to the securing of the property or properties.

IX. APPROVAL

This agreement shall become effective after approval and execution by the participating Boards of Education; the participating governmental agencies; and upon approval by the State Superintendent of Public Instruction and the Kentucky Attorney General. The Interlocal Cooperation Agreement is entered into pursuant

to the authority of KRS 65.210-65.300, inclusive.

IN TESTIMONY WHEREOF, witness the hands of the parties participating herein, to-wit:

ATTEST:

Director	Warren County Board of Education	June 14, 1974 Date of Participating Resolution
Secretary	Bowling Green Board of Education	June 10, 1974 Date of Participating Resolution
Judge, Warren County	Warren County County Government	June 14, 1974 Date of Participating Resolution

APPROVED:

Lyman V. Ginger, Superintendent of Public Instruction

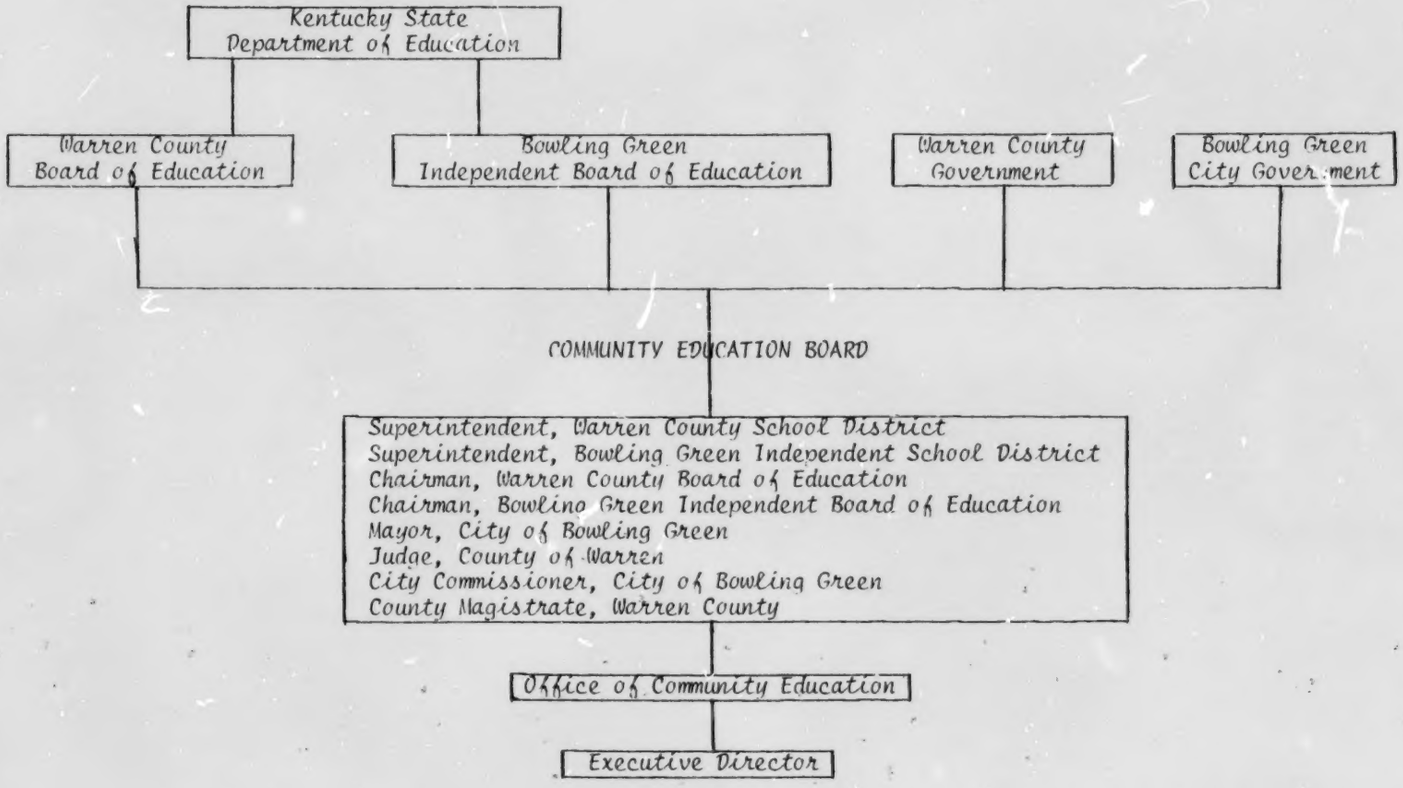
APPROVED AS TO FORM AND LEGALITY:

Ed Hancock, Attorney General

Exhibit 3

ORGANIZATION STRUCTURE -- COMMUNITY EDUCATION BOARD

Bowling Green-Warren County
Community Education Board


Kentucky State Department of Education
Warren County Board of Education
Bowling Green Independent Board of Education
Warren County Government
Bowling Green City Government
COMMUNITY EDUCATION BOARD
Superintendent, Warren County School District
Superintendent, Bowling Green Independent School District
Chairman, Warren County Board of Education
Chairman, Bowling Green Independent Board of Education
Mayor, City of Bowling Green
Judge, County of Warren
City Commissioner, City of Bowling Green
County Magistrate, Warren County
Office of Community Education
Executive Director

*Charter members as per the conditions of the Kentucky Interlocal Cooperative Act - KRS 65.210-65.300

In still another effort to enhance the Community Education Process a Concept Statement was developed and adopted by the Community Education Board. This statement appears to be an essential document which gives direction to the development of a comprehensive program of community education. A look at Exhibit 4 reveals that the concept statement provides a clear statement of purpose, a statement of goals and also describes a procedure for attaining the goals. Again, this appears to be another essential item in establishing a stable community education program.

In summary, it appears that the Bowling Green-Warren County community education program has systematically identified the essential steps in the development of community education. A great deal of time and effort has been put into involving community and school leaders in the development of community education. These leaders are on the Governing Board. They have signed official and semi-official documents expressing their committment to community education. The process was not neglected in establishing community education. No short-cuts were taken. This has been a significant factor in the longevity of the program. However, process cannot be an isolated venture. There must be successful programs to secure the continued committment of community leaders.

Analysis of Management System

There were 26,400 participants involved in 711 activities/classes at 28 different sites. This volume of participants indicates a tremendous effort on the part of a very small staff. Program management is a problem in most community education projects.

Exhibit 4

BOWLING GREEN-WARREN COUNTY
COMMUNITY EDUCATION BOARD

CONCEPT STATEMENT ON COMMUNITY EDUCATION

The Bowling Green Warren County Community Education Board provides a unique organizational process whereby local institutions, agencies, organizations and individuals can cooperate to offer expanded educational opportunities and needed services for the local citizens. The Community Education Board believes in people and is committed to making Bowling Green and Warren County a better place to live. Furthermore, the Board is committed to providing a system of government and education that is responsive to the needs of the people.

We believe the Bowling Green-Warren County Community Education Board structure affords an excellent opportunity to provide more effective and more efficient program services and activities for area residents.

Community Education Defined

We believe Community Education is:

> The sum total of those activities and events deliberately conceived and carried out by participating public and private institutions, agencies, organizations, and individuals for the purpose of serving the needs of community residents; addressing educational and other community problems; and improving community life for all citizens.
>
> We further believe that learning is a life-long process, that all citizens have the right to participate in educational activities appropriate for their individual needs, and that an educated citizenry is a social imperative for meaningful community development.

Exhibit (continued)

We believe Community Education includes:

Adult and Continuing Education programs

Vocational/Career Development programs

Recreational programs

Social education programs

Pre-school through higher education academic programs

Continuous human development education programs

Community development and community improvement programs

We believe Community Education as a social process requires the collective involvement of:

Government	Civic organizations
Schools	Business and Industry
Churches	Individuals
Agencies	

We believe Community Education is:

People caring about people - and people working together to take deliberate positive action toward making this society a better place in which to live.

Statement of Purpose

We believe the purposes of the Community Education Board are:

to determine programmatic requirements in order to provide criteria for the establishment of a comprehensive delivery system for community education services;

to expand the number of hours school and other public buildings are available for public use;

to develop programs for youth and adult residents as open entry/open exit components of a comprehensive educational program;

to more effectively utilize the existing community resources in the total community education process;

Exhibit (continued)

to provide a vehicle that affords citizens the opportunity to actively participate in the design, delivery and evaluation of programs and activities affecting their well being; and

to determine and utilize strategies necessary to ensure collaboration of community institutions, agencies, and individuals in the total development of "Community" in Bowling Green-Warren County, Kentucky.

Statement of Goals

We believe the goals of the Community Education Board are:

1. To develop a more comprehensive approach to education that includes opportunities for citizens of all ages in the general educational categories of academic, recreation, vocational/career, and special interest;
2. To develop an educational and governmental system which continuously seeks to:
   a. determine community strengths, needs, wants and problems;
   b. identify existing resources in the community;
   c. develop activities orchestrating community strengths, needs, wants and problems with the appropriate community resources;
   d. develop such new programs that are deemed necessary by community residents to improve community life;
   e. develop a process for achieving optimum citizen participation in the planning, goal setting, and operation of educational, social and governmental affairs of the community.
   f. develop and maintain a cooperative and coordinated working relationship with existing institutions and agencies within the community;

Exhibit (continued)

a. develop a communication system that provides an up-to-date and comprehensive source of public information regarding the opportunities and services available to community residents;

3. To bring the resources of other organizations, agencies and institutions (including the State Department of Education, higher education, area vocational schools, city, county, state and federal agencies) to bear upon the problems in the community.

Adopted October, 1974

*Prepared by: Donald C. Butler, Ph.D.
Executive Director, 1973-1976

In Bowling Green-Warren County, a relatively efficient management system has been developed. This management system is based on an elaborate system of forms and contracts which tend to give direction and reduce problems which could overwhelm the staff. The purpose of this section is to document the management system so that others might be able to adapt it to their program.

Staff

The program staff consists of a full-time director and secretary and two program coordinators employed for 10 months. In addition, custodians are employed on program nights to open schools and provide security and maintenance. Programs which are conducted in non-school facilities are supervised by personnel from those agencies at no cost to the community education project.

During the seven years of existence, the community education project has had three directors. The first director was trained in community education at Michigan State University as a Mott Fellow. Although the initial director has changed positions, he has maintained an active interest in the project and continues to serve as an unofficial advisor of the project and assists in developing proposals to secure outside funding, conducts training at the state level with groups interested in establishing community education and continues to work with the Executive Board to maintain their committment to community education. The second project director and the current project director served as program coordinators before assuming the position as Director of Community Education. Therefore, they have had experience and have shared the same philosophical

orientation in community education. Although there have been staff changes and each project director has been unique, the direction of the program has remained constant due to the common philosophy and the continued involvement of the initial project director.

Supervision of Teachers

There were 335 teacher contracts issued during the 1979-80 program year. Because of the ratio of teachers to central staff, it became necessary to develop a system to facilitate the coordination and supervision of part-time teachers. Exhibit 5 is a directional memorandum which answers questions on rate of pay, registration procedures, refund policy, teacher responsibility, and evaluation procedures. This document is extremely valuable to teachers and reduces the number of questions staff members would have to answer. It is important to note that each instructor must have on file a class outline that he will use for the class.

The forms used to monitor instructors includes Application for Employment, Exhibit 6; Instructor Status Sheet, Exhibit 7; Contract of Employment, Exhibit 8; and Time Sheet, Exhibit 9. All of these forms should be of value to the new community education directors as they hire and establish working relationships with teachers.

The Instructor Status Sheet enables the project director to determine when the teacher is available to teach, the teacher's class schedule, and if the teacher has completed administrative duties as required. This form enables the project director to monitor a large number of teachers efficiently.

Exhibit 5

M E M O R A N D U M

TO: Community Education Instructors and Supervisors

FROM: Program Coordinators

DATE:

RE: Classes and Activities

The Community Education Program is a cooperative effort of city and county governments and city and county school boards. The classes and activities offered through out office are requested by residents of the county. Enclosed are forms for participants in your class as well as forms pertaining to class record keeping.

1. Fees are being increased to meet instructors costs. BE ALERT TO FEE CHANGES! Fees will be based on minimum enrollments and will vary from class to class, so check minimum at the top of class roster. If, on the first night of class, you do not meet the minimum set, participants may make up the difference in fees in order to meet the cost of the class. If participants choose not to pay additional fees, the class must be cancelled; this pertains to adult classes only. Instructors will be paid for one hour of teaching time if the class is cancelled. A time sheet must still be turned in for this hour.

2. Instructors will be paid at an hourly rate of six dollars and fifty cents ($6.50) per instructing hour.

CLASS ROSTER AND REGISTRATION

Each instructor will be provided with a roster of persons that have pre-registered. If the class has reached the limit number, any additional persons coming to the first class should be put on the waiting list in case someone drops out after the first class meeting or is not present at the first class. If the class is not full after pre-registration, be sure to sign people up as they come in so as not to exceed the class limit. As each participant pays his/her fee, mark them paid on the roster. Columns are provided on the roster for the purpose of keeping daily attendance. The weekly total attendance may be transferred to the data sheet. TURN IN ALL FEES NO LATER THAN TWO WEEKS (2) AFTER THE FIRST CLASS MEETING.

REFUND POLICY

No refunds will be made to participants in Community Education classes after the first week of classes. If there is not sufficient enrollment in a class, the class will be cancelled and class fees returned to the participants.

Exhibit (continued)

CLASS DATA CARD

Each participant must complete the requested information on the data card. Cards are to be turned in with class fees, NO LATER THAN TWO WEEKS AFTER THE FIRST CLASS MEETING.

TIME SHEETS

Record your teaching time at each class meeting. If you are teaching more than one (1) class, keep a separate time sheet for each class. All instructors will be paid at the end of scheduled classes unless other arrangements are made. You must turn in a SIGNED time sheet and all other forms provided in the instructor packet before a check will be issued to you. Your time sheet must be turned in three (3) days in advance of the date you wish to be paid. THERE WILL BE NO EXCEPTIONS.

CLASS OUTLINE

You must complete a class outline. Simply list the topics covered in each class meeting. A detailed outline is not necessary. A good idea is to provide each student with an outline to acquaint them with the class. Our office will be glad to make copies for you. If we have a previous outline from you, another is not required.

INSTRUCTOR CONTRACT

Read the contract carefully before you sign it. If you have any questions, feel free to ask us. Be sure the contract is signed and returned to us prior to classes beginning. There will be a copy of the contract for you and a copy for our records.

INSTRUCTOR EVALUATION

Your honest appraisal of your teaching experience, the Community Education Program and suggestions will be of great assistance in planning future programs. Fill out and return with final time sheet.

ADULT AND CHILDREN EVALUATION

Please see that each participant recieves and fills out the appropriate evaluation form at the sixth class to be returned by you to the Community Education Office. Please do not ask or expect participants to mail evaluations.

MISCELLANEOUS INFORMATION

If you cannot meet one of your classes, it is your responsibility to contact the participants and re-schedule or cancel the class! You MUST contact our office first in either case so we can contact the principals and custodians and make them aware of the changes!

Please remember that you are using a facility that is used by other people daily,

Exhibit (continued)

so leave the rooms clean and straight. For security purposes, be sure all windows are closed and locked before you leave.

IF YOU HAVE HANDOUTS THAT NEED TO BE COPIED, PLEASE GET THEM TO OUR OFFICE A WEEK IN ADVANCE! NO EXCEPTIONS!

Our staff will visit the classes periodically but not on a regular basis. If you encounter any problem, please let us know and we will be glad to work it out with you. We must be made aware of a problem before we can act on it.

Out of courtesy to the teachers and principals of the facilities used by Community Education programs, please refer to the following list as a guide when using public facilities.

1. Erase anything you have written on the chalk board.
2. Do not erase anything the teacher has left on the board.
3. Close all windows before leaving.
4. Arrange chairs/desks as they were before class.
5. Smoking is allowed in the lounge or outside -- NO SMOKING IN CLASSROOMS OR HALLS. CHECK WITH THE COMMUNITY EDUCATION OFFICE OR CUSTODIANS.
6. Please leave the room nicer than it was before your class!
7. Make sure everyone is your class is gone before you leave.
8. Try to be at class at least ten (10) minutes before the starting of class.

If you need to get in touch with a staff member after hours, please contact the Program Coordinator - 781-1925.

Before you can be paid, you must fill out, sign and return to our office all forms: Data cards, Data sheets, Time sheets, Class outline, Contract and all Evaluations. Our office is open Monday through Friday from 8:00 am to 4:00 pm.

1. In the past we have had problems with children in classes. Principals have asked that we stress this to our instructors. Please make it clear to your participants that they cannot bring children to adult classes.
2. Instructors are responsible for locating available supplies for class participants. For example, if everyone in the class needs to purchase a book, have the supplier order a sufficient number prior to the class beginning.
3. When schools are closed Community Education classes will not meet.

Exhibit (continued)

a. BE SURE THAT PARTICIPANTS ARE AWARE OF THIS AT THE FIRST CLASS MEETING.

b. All classes held in the public schools will observe Spring Break, April 7-11. Classes meeting at other locations are scheduled to meet that week.

c. When schools are closed for other reasons, contact our office to make arrangements for re-scheduling.

Exhibit 6

APPLICATION FOR EMPLOYMENT

NAME _____ SOCIAL SECURITY NO. _____

ADDRESS _____ PHONE _____

_____

EDUCATION/TRAINING _____

_____

SKILLS/TALENTS _____

_____

ORGANIZATIONS, MEMBERSHIPS, PROFESSIONAL GROUPS _____

_____

_____

WHAT ATTRACTED YOU TO COMMUNITY EDUCATION? _____

_____

ARE YOU LIMITED BY TRANSPORTATION? YES _____ NO _____

EXPLAIN _____

LIST ANY INFORMATION YOU FEEL MAY BE HELPFUL TO US _____

_____

_____

_____

_____

_____ _____

DATE SIGNATURE OF APPLICANT

Exhibit 7

INSTRUCTOR STATUS SHEET

Section I

Name _____ Class 1. _____

Phone _____ 2. _____

Address _____ 3. _____

_____ 4. _____

Special Needs: _____

Teaching Availability - Please check one

Monday	___	Morning	___	Afternoon	___	Evening	___
Tuesday	___	Morning	___	Afternoon	___	Evening	___
Wednesday	___	Morning	___	Afternoon	___	Evening	___
Thursday	___	Morning	___	Afternoon	___	Evening	___
Friday	___	Morning	___	Afternoon	___	Evening	___
Saturday	___	Morning	___	Afternoon	___	Evening	___

Section II

Class(es) Scheduled:

Class	_____	Location	_____	Time	_____
Class	_____	Location	_____	Time	_____
Class	_____	Location	_____	Time	_____
Class	_____	Location	_____	Time	_____

Date Confirmed _____

Packet/Workshop Appointment _____

Section III

Instructor Workshop Attended	Yes	_____	No	_____	Date _____
Packet Picked Up	Yes	_____	No	_____	Date _____

Exhibit 7 (continued)

Contract Signed Yes _____ No _____ Date _____

Contacted office for additional registrants Yes _____ No _____ Date _____

Fees turned in Yes _____ No _____ Date _____

Amount $_____

Class Visits: Date Signature

1. _____ _____
2. _____ _____
3. _____ _____

Section IV

Forms: Date Signature

Correct Roster _____ _____

Class Data Form _____ _____

Time Sheet _____ _____

Check Issued _____ _____

Check Picked Up _____ _____

Check Mailed _____ _____

COMMENTS:

SIGNATURE OF PERSON FILLING OUT THIS FORM: _____

DATE: _____

SPECIAL REQUESTS: _____

_____

Exhibit 8

CONTRACT OF EMPLOYMENT

WITNESSETH, this contract made and entered into between COMMUNITY EDUCATION BOARD, hereinafter called the "BOARD" and _____, hereinafter called the "EMPLOYEE".

1. This contract shall be binding from _____ to _____ after which date it may be terminated without cause by either party.

2. The services performed by the "EMPLOYEE" shall be such as are required by the provisions of the Interlocal Cooperative Agreement for Community Education and by the rules, regulations and policies established by the "BOARD". These services are to be performed by the "EMPLOYEE" in the designated Community Education Program Center under the direction of the duly appointed Director of the Community Education Board .

3. The specific duties of the "EMPLOYEE" are as follows:

   A. _____

   _____

   B. Collect fees as necessary and turn into Community Education Office no later than two (2) weeks after the first class.

   C. Turn into the Community Education Office information and data forms promptly.

4. While rendering the services established herein, the "EMPLOYEE" shall be paid a salary according the following provisions:

   Hourly rate _____

   Number of hours contracted for _____

   Total salary due _____ x _____ = $_____

Prior to payment of any kind the "EMPLOYEE" must turn in a signed timesheet and have completed duties as outlined in section 3. If class is cancelled because of lack of participants or any other such sound reason, this contract is void.

All "EMPLOYEES" will be paid at the end of scheduled classes unless other arrangements are made with the Community Education Office.

WITNESSETH the signatures of the parties hereto this _____ day of _____, 19___.

_____
EMPLOYEE

_____
DIRECTOR, COMMUNITY EDUCATION BOARD

Exhibit 9

TIME SHEET

DATE _____ PAYROLL DATE _____

NAME _____

Date	Name of School	Program	Starting Time	Ending Time	No. of Hours	

_____
Signature of Employee

FOR OFFICE USE ONLY

Hrs. Worked	Rate	Total

Total Pay - $ _____

Teachers are required to sign a contract as shown in Exhibit 8. This contract clarifies the rate of pay, hours and also identifies duties which the teacher is required to perform.

Time sheets are presented in Exhibit 9. Teachers are required to maintain time sheets and submit them to the Project Director for pay purposes. This enables the director to maintain an accurate record of the total number of instructional hours.

Budget

The Bowling Green-Warren County Community Education project receives funding from three different sources. It receives $16,800 from CETA, $24,780 from local funds and $30,700 from federal funds.

The local funds come from four separate sources:

Bowling Green City	$8,780
Warren County	6,000
Bowling Green Ind. School District	5,000
Warren County Schools	5,000

The contract of funds from the four primary sponsors provides continuity for the program. It is a significant factor in the success of the program. It reflects more than a verbal contract on the part of the four agencies.

It also should be noted that the program has received outside funding every year except 1978-79. This has contributed greatly to the success of the program. Many programs which have been less successful in gaining outside funding simply have not survived. Outside funding is an important catalyst in establishing and maintaining community education projects.

Advisory Councils

A concerted effort was made during the current project year to develop and strengthen the Advisory Council. The continuous needs assessment, which has been a trademark of the project, was seen as serving many of the functions of an advisory council. The main responsibility of advisory councils is to establish a mechanism by which citizens will begin to analyze their situation and then determine future directions. The emphasis during the year was primarily on training people to serve on the advisory council. The advisory council participated in three (3) training workshops. The main thrusts of the workshops were awareness, skill development and processes for identifying community needs. A needs assessment survey within the council's membership identified the following needs: improve the quality of the Kindergarten - 12th grade instructional program, provide programs for senior citizens, provide programs for handicapped citizens, provide cultural enrichment activities for all citizens and provide consumer education programs. Deliberate steps have been taken by the Community Education Board to incorporate the recommendations of the Advisory Council into the 1980-81 Management Plan.

The Advisory Council consists of 13 members. They are selected by the Project Staff based upon their interest in Community Education. They are advisory only. The Community Education Board is responsible for policy.

Needs Assessment

The Community Education Program uses a variety of needs assessment procedures in an effort to identify and analyze critical needs and issues in the community. The needs assessment is a continuous and evolving process attempting to identify issues confronting the entire social structure of the community. An effort is made to secure the opinion of lay people as well as professionals.

The project staff has not restricted its needs assessment to its own data collection efforts, but has utilized a number of local studies in Bowling Green and state-supported studies in an effort to design programs which serve the people. Following are projects whose results have contributed to the current programming efforts of the community education project in Bowling Green.

1. Introspective Workshops for Community Educators (1973). A group of 200 citizens from varied backgrounds that provided direction for establishment of community education identified the following needs:
   a. A need to expand educational opportunities for local citizens.
   b. A need for more efficient delivery of services.
   c. A continuous needs assessment procedure should be implemented.
2. Governors Task Force on Education (1977). A state-wide study of education in Kentucky involving over 1,000 people in 33 task forces made a number of recommendations related to community and school cooperation.
3. The Bowling Green Inter-Agency Community Council. A group

of public and private agency personnel and concerned citizens that meet monthly to share ideas and discuss common problems. The Community Education Office serves as the coordinating agent for Council activities. In 1977, the Inter-Agency Community Council, as part of its community education needs assessment process, identified 26 needs which were grouped into five general problem areas to be worked on by sub-groups. These areas were:

a. juvenile needs
b. transportation
c. improved services to the elderly
d. child day care services
e. improved communication between agencies and the public

4. Ten Community Training Project - ICED, Ball State University and USOE (1976-77). A research project in which 110 random surveys were administered to community residents, twenty one in-depth interviews were conducted with local policy makers and four in-depth workshops involving 140 community residents were conducted to build a data-bank on community needs to provide direction to community education. The following needs areas were identified:

a. Explore alternative methods and programs in juvenile crime prevention.
b. Prepare and disseminate a tabloid which lists educational and recreational opportunities provided by city-county programming agencies.
c. Cooperation and coordination of services among area agencies.

d. Get the local media involved in better educating the community as to the programs and activities being offered.

e. Provide opportunities for citizen participation in planning programs and activities through a Citizens Advisory Structure.

f. Explore feasibility of a Teen Center.

g. Increase opportunities for youth and elderly interaction.

h. Explore human and monetary resources for funding needed programs and services.

i. Provide additional day activities for senior citizens.

j. Organize a Juvenile Council made up primarily of young people to provide input concerning needs and problems of youth in Bowling Green and Warren County.

k. Organize a baby sitting training service for young teenagers.

l. Develop a Consumer Protection/Education program.

m. Create a sick child service for working mothers.

n. Develop and disseminate a Community Resource Handbook.

5. Barren River Area Development District Problem Identification Report: Title XX Needs Assessment (1977). The Barren River Area Development District, in conjunction with the Department of Human Resources Bureau for Social Services, conducted two public hearings with mayors, judges, legislators, chairpersons from various councils, agencies, manpower, health and representatives of public agencies during 1977 to identify areas of concern in a 10 county area which included Warren County.

The following priorities were developed as a result of the meeting:

a. Emergency Shelter for Children
b. Child Protection
c. Alcohol Abuse
d. Day Care
e. Group Homes for Juveniles

6. Barren River Area Development District Council on Aging Evaluation of Programs for the Elderly. An evaluation of the aging program by the Area Development District produced the following needs which influenced programming for the elderly:

   a. Greater variety of educational and recreational programs to the nutrition center participant.
   b. Increase outreach to low income and minorities.
   c. Combining nutrition site and homemaker - Home Health Aid program at one center
   d. Increase transportation

7. Department of Community Development, Bowling Green City Government, Citizens Advisory Council and Community Needs Assessment Report. The Department of Community Development, City of Bowling Green, conducted two public hearings and eight neighborhood meetings to secure community residents input into the identification of community needs. Fifty-seven need areas were identified. Those areas that are applicable to this project are:

   a. Continue and expand Community Education opportunities.

b. Continue and expand opportunities for citizens involvement in local government.

c. Continue health care services for the elderly.

d. Continue health Care services to children.

e. Continue and improve Full Employment/Day Care Services.

f. Continue and expand Pedigo Ball Park Facility.

g. Playground equipment at Delafield Ball Park for small children.

h. Improved recreational activities for middle-aged residents.

i. Improved recreational facilities in Parker Bennett/ Delafield areas.

j. Economic development activities.

8. Community Education Interest Survey. The project office has developed a interest survey which is distributed through the schools and community centers in Warren County. In addition, the survey form is published in three newspapers within the community. This form provides information on classes which are requested by the citizens. See Exhibit 10.

In summary, the C.E. Project has not restricted its needs assessment to data generated through the C.E. office. The program is part of the community. The staff is aware of the activities of various agencies and uses information from many community sources in determining needs. It then attempts to design programs in response to needs identified by other agencies. This is a practice which should be a part of all community education programs.

BOWLING GREEN—WARREN COUNTY COMMUNITY EDUCATION

Spring Classes Interest Survey

We will try to provide any class you would like, if there is sufficient interest and enrollment. To request a class/activity call the Community Education office at 842-4281 from 8:00 a.m. to 4:00 p.m., Monday through Friday. All classes are scheduled according to requests.

Adult Self Defense
Art - Adult and Children
Art Appreciation
Assertiveness Training
Auto Mechanics
Backgammon
Ballet - I, II
Ballet - Children's
Ballroom Dancing
Baton - I, II
Beauty, Grooming & Fashion
Belly Dancing
Bread Dough Art
Bridge - I, II, Duplicate
Cake Decorating
Ceramics
Chair Caning
Children's Crafts
Consumer Law
Cooking - Basic Skills for Children
Crocheting
Dance/Exercise
Disco Dance - Adult, Youth
Divorce: Coping With A New Life Style
Dog Obedience
Drama - Adult, Children
Drapery Making
Decoupage - 18th Century
First Aid
Flower Arranging
Folklore
Food Budgeting
Furniture Refinishing
Geneology
Gourmet Cooking
Grammar Refresher
Guitar - I, II
Gymnastics - Adults
Gymnastics - Children, I, II, III
Home Carpentry
Household Maintenance
Houseplants
Interior Decorating
Italian/Conversational
Karate -Children
Knitting - Adult, Children
Landscaping
Leather Crafts
Macrame - I, II, Children
Marriage & Family Counseling
Metric System
Modern Jazz
Natural Foods
Nutritional Behavior
Needlework
Oriental Cooking
Parenting
Patchwork & Quilting
Pottery
Preparing for Parenthood
Puppetry
Rational Behavior
Reading Blueprints
Reading - Releasing Your Child's Potential
Real Estate
Rollerskating
Sailing
Sculpture
Sewing
Sewing With Knits
Shorthand
Sign Language
Silk Flowers
Slimnastics
Small Engine Repair
Soccer - Adult, Children
Speech
Speed Writing
Stained Glass
Tailoring
Tole Painting
Typing
Upholstery
Vietnamese Cooking
Voice Lessons
Violin
Volleyball
Weaving
Wills and Estates
Wine Appreciation
Yoga

842-4281

Evaluation

The Community Education Project has utilized both summative and formative evaluation processes in an effort to improve the program. The results of the evaluations have been very positive and are reported in the Project Fund Report. In addition, program management is facilitated by an Internal Program Monitoring System also included in the project final report.

Although special components within community education, such as the volunteer parent programs and the aging program, are often evaluated with instruments specifically designed for that purpose, a number of internal evaluation instruments have been developed which are frequently used to provide data for program direction and modification.

Exhibit 11 contains an evaluation instrument completed by adult participants in each class or activity. In addition to soliciting the adults opinion about the class, the form also evaluated the promotional techniques and requests information from the participants on additional areas of interest.

School principals who have programs in their schools also have the opportunity to provide feedback as shown in Exhibit 12. This enables the principal to express any problems he may have encountered working with the Community Education program. With this information, the Project Director is able to make any necessary changes.

Instructors are also given a chance for feedback in Exhibit 13. The instrument is primarily concerned with instructor's perception of support from the Community Education project staff, principals and school officials and their understanding of Community Education and its impact on the community.

Exhibit 11

BOWLING GREEN-WARREN COUNTY COMMUNITY EDUCATION BOARD
PROJECT EVALUATION: ADULT PARTICIPANTS

In order to improve existing programs and to plan for future activities, the Community Education Office is interested in hearing your reaction to the course/activity you have participated in. DO NOT PUT YOUR NAME ON THE QUESTIONNAIRE. All replies will be treated anonymously and confidentially. Your time and assistance are greatly appreciated.

Course Enrolled in _____ Date _____

Instructor _____ Age _____

School _____

How did you learn about the course/activities being offered through the Community Education Program? Please mark all information.

A. Newspaper articles and pictures ____
B. Newspaper paid advertising ____
C. Radio Announcements ____
D. My Child ____
E. A Neighbor ____
F. A Friend ____
G. Posters ____
H. Brochures ____
I. Other (please specify) _____

Have you ever participated in a Community Education class before?
Yes ____ No ____

The Instructor

1. Knowledge of subject matter - please check one

Well informed ____ Not well informed ____
Adequately informed ____ Very poorly informed ____

2. Attitude - please check one

Enthusiastic, enjoys teaching ____ Rather Interested ____
Routine interest displayed ____ Uninterested ____

3. Ability to explain - please check one

Explanations clear and to the point ____
Explanations usually adequate ____
Explanations often adequate ____
Explanations absent or totally inadequate ____

What suggestions would you make to improve the course/activity?

Exhibit 11 (continued)

To what extent were you able to accomplish your personal goals through participation in the course/activity?

Do you feel the school and community have been brought closer together through the Community Education Program?

Describe briefly your general reaction to the course/activity you have just completed and/or the total Community Education program.

List courses or activities you would like Community Education to offer.

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

We are always seeking to expand our classes and instructor personnel. If you have a skill or talent and would be interested in teaching a class, please contact the Community Education Office at 842-4281.

Exhibit 12

BOWLING GREEN-WARREN COUNTY COMMUNITY EDUCATION BOARD
PROJECT EVALUATION: SCHOOL PRINCIPALS

Name _____ School _____

In order to improve existing programs and to plan for future activities, the Community Education Office is interested in hearing your honest reaction to the courses/activities held in your school. Your time and assistance are greatly appreciated.

In your opinion, did the courses for children provide a beneficial supplement to the regular curriculum?

Describe briefly the reaction you saw from individuals in the community to the courses/activities.

Did you encounter any problems with the instructors, keeping the buildings open, scheduling conflicts, etc?

Did you feel the Office of Community Education provided adequate support and supervision for the classes or activities?

Describe your personal reaction to the courses/activities, and/or to the total Community Education program.

Please make any suggestions you can which would aid the Community Education Office in improving the quality of the program.

Exhibit 13

BOWLING GREEN-WARREN COUNTY COMMUNITY EDUCATION BOARD
PROJECT EVALUATION: INSTRUCTORS

Name _____ Date _____

Course(s) Taught _____ _____

School(s) _____ _____

In order to improve existing programs and to plan for future activities, the Community Education Office is interested in hearing your honest reaction to the following questionnaire. Your time and assistance are greatly appreciated.

The support and/or cooperation you received from the Community Education Office was:

More than adequate _____

Adequate _____

Less than adequate _____

None _____

Comments: _____

_____

The support and/or cooperation you received from principals and school officials was:

More than adequate _____

Adequate _____

Less than adequate _____

None _____

Comments: _____

_____

Did you encounter any special problems such as scheduling, poor attendance, etc.?

Describe the reaction you saw from participants, parents, or other individuals in the community to the Community Education Program.

Exhibit 13 (continued)

What do you feel Community Education in Bowling Green should be doing?

What is your honest reaction to the total Community Education program in Bowling Green?

What could the Community Education Office do to improve the Program?

If you were to teach the same class again, what could the Community Education Office do to aid you?

The final instrument presented in this report is the Internal Program Monitoring form. See Exhibit 14. This provides an on-going picture of participation in the program. It is of tremendous value in evaluation and impact reports.

Summary and Conclusions

The National Advisory Committee on Community Education and the U.S. Office on Education in an attempt to measure the impact of funding on the development on Community Education, initiated an evaluation of Local Educational Districts and State Educational Agencies which received federal funds during the 1979-80 year. The evaluation was in two parts. Data collection instruments were completed by Third-Party Evaluators and returned to Washington for analysis. In addition, the evaluation was charged with a report on the status of each of the projects.

The Project Evaluator found the Bowling Green-Warren County Community Education program to be relatively stable and very successful. The following factors were identified and described in the report as being major factors in the success of the program.

1. A major effort was made in 1973 to establish the community education process which resulted in a committment from the four primary sponsors which included funding for program and signatures of support on official and semi-official documents. This committment to process has continued.
2. There has been a continuous needs assessment involving a variety of agencies and people.
3. The staff has developed an effective management system which enables them to monitor a large program with a relatively small staff.

Exhibit 14

BOWLING GREEN-WARREN COUNTY COMMUNITY EDUCATION BOARD
INTERNAL PROGRAM MONITORING FORM

Prepared by _____ Date _____ For month of _____

School or Other Buildings	Days Utilized	No. Hours Open	No. Instructors	No. Classes	No. Enrollees	Total Participants

4. Outside funding has been secured during seven of the eight years that the project has been in operation.

Recommendations

Although the program is successful, the following recommendations are made for consideration by the project staff.

1. The advisory council should assume more responsibility during the coming years.
2. There would appear to be little need to continue efforts to increase the number of courses and activities without an increase in staff. Instead, additional process related activities should be implemented.
3. In order to improve the quality of life in Bowling Green-Warren County, identify a problem area each year as a theme and direct resources and programs for that year to the elimination of that problem in the community.